

CONFIDENTIAL

ROUTING AND RECORD SHEET

SUBJECT: Minutes of Special Executive Committee Meetings on the
Glass Ceiling Study Action Plan for 26 October 1992 (U)

FROM: Hythia D. Young
Director of Equal
Employment Opportunity

EXTENSION

NO. ER

DATE 12 November 1992

TO: (Officer designation, room
number, and building)

**DATE
RCD**

**DATE
FWD**

INITIALS

COMMENTS (Number each comment to show from
whom to whom. Draw a line across column after each
comment.)

1 Executive Director
OHB

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ER
5 November 1992

MEMORANDUM FOR: Deputy Director of Central Intelligence
Executive Director
Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science and Technology
Director, Public and Agency Information
Comptroller
Director of Congressional Affairs
General Counsel

FROM: Hythia D. Young
Director of Equal Employment Opportunity

SUBJECT: Minutes of Special Executive Committee Meeting
on the Glass Ceiling Study Action Plan,
26 October 1992 (U)

1. The fourth in a series of special meetings of the Executive Committee (EXCOM) was held on 26 October 1992 to continue consideration of the action plan proposed by the Glass Ceiling Study Task Force. The meeting was chaired by the Deputy Director of Central Intelligence (DDCI). Also present were the Executive Director (EXDIR); Deputy Directors for Intelligence and Science and Technology; Associate Deputy Directors for Administration, Operations, and Science and Technology; Director and Deputy Director of Public and Agency Information (PAI); Comptroller; General Counsel; Directors of Training and Education and of Equal Employment Opportunity (EEO); Deputy Director of Personnel; Chief, Human Resources Staff, DO; members of the Glass Ceiling Study Task Force and of Agency multicultural programs and network groups; staff members from the Offices of EEO and EXDIR; and other interested observers. (U)

2. The DDCI and EXDIR summarized progress made in the three previous Glass Ceiling EXCOMs in both reviewing the Task Force action items and wrestling with the broader questions they raise. The EXDIR listed taskings related to improving the assignments process that were levied at the 19 October meeting (Attachment A). The D/PAI urged the members, in continuing to review the action items, not to lose sight of the major objective of the activity: to change attitudes and behaviors that impede equal opportunity. The DDCI agreed and said the EXCOM would come back to a discussion of objectives after finishing the action items. (U)

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3. Resuming the discussion of action items with the list of more difficult issues (Attachment B), the members approved three items related to commitment from senior Agency management. Consideration of the last of these--senior management support for an enhanced multicultural and gender awareness training program--included considerable discussion concerning the current state and location of such training and what enhancements might be appropriate. To help answer such questions, the EXDIR tasked the Training Steering Group with determining who is doing what in multicultural training, with identifying areas of or approaches to such training common to all the directorates, and with reporting back to the EXCOM in six months with recommendations. (C)

4. On items related to accountability, the EXCOM agreed that a follow-on Glass Ceiling study should be conducted in two years to check on progress. The members agreed that Offices should survey their employees on Glass Ceiling and other issues annually and that the Office of Medical Services would conduct its survey (to include Glass Ceiling issues) every two years. Numerous Offices are already experimenting with upward evaluation of managers' performance on diversity and other issues. The EXDIR tasked the ongoing Performance Evaluation Task Force with including upward evaluation in its study. He asked that the Task Force's report include a summary of the state of play on upward evaluation and any other information the EXCOM would need to set Agency policies and standards regarding upward evaluation. (C)

5. Turning to the assignments process, the members discussed at length the question of identifying, publicizing, and making assignments to positions that provide key developmental experiences. Members differed about whether such key jobs could be identified and, even if they could, whether doing so would be helpful or would encourage "ticket punching." To help resolve such questions, the EXDIR tasked each directorate to develop lists by Office of competencies needed to advance to middle-level and senior management positions and of jobs or types of jobs in which those competencies could be gained. The EXDIR took the action for clarifying this tasking as necessary and for rewording the Task Force action item to shift the focus from specific key positions to key competencies and associated job experiences. (C)

Hythia D. Young

Attachments:

- A. ER
- B. Specific Proposals

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SUBJECT: Minutes of Special Executive Committee Meeting on Glass Ceiling Study Action Plan, 26 October 1992 (U)

Distribution: (ER [redacted])

- Orig - DDCI (w/att)
- 1 - EXDIR (w/att)
- 1 - DDA (w/att)
- 1 - DDI (w/att)
- 1 - DDO (w/att)
- 1 - DDS&T (w/att)
- 1 - D/PAI (w/att)
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- 1 - AS Chrono (w/att)
- 1 - AS Subject (w/att)
- 1 - [redacted] AS/EXDIR (w/att)
- 1 - Executive Registry (w/att)

D/EEO/ [redacted] (5 Nov 92)

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27 October 1992

MEMORANDUM FOR: Deputy Director of Central Intelligence
Executive Director
Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science and Technology
Director, Public and Agency Information
Comptroller
Director of Congressional Affairs
General Counsel

FROM: Hythia D. Young
Director of Equal Employment Opportunity

SUBJECT: Minutes of Special Executive Committee Meeting
on the Glass Ceiling Study Action Plan,
19 October 1992 (U)

1. The third in a series of special meetings of the Executive Committee (EXCOM) was held on 19 October 1992 to continue consideration of the action plan proposed by the Glass Ceiling Study Task Force. The meeting was chaired by the Deputy Director of Central Intelligence (DDCI). Also present were the Executive Director (EXDIR); Deputy Director for Intelligence; Associate Deputy Directors for Administration (ADDA) and Science and Technology; Director and Deputy Director of Public and Agency Information (PAI); Comptroller; General Counsel; Directors of Training and Education and of Equal Employment Opportunity (EEO); Deputy Director of Personnel; Chief, Human Resources Staff; DO; members of the Glass Ceiling Study Task Force and of Agency multicultural programs and network groups; staff members from the Offices of EEO and EXDIR; and other interested observers. (U)

2. The DDCI mentioned a new format would be used for this meeting to help focus the discussion on two key issues raised by the study: the assignments process and promotions and awards. Working from a list of questions related to assignments (Attachment A), the DDCI commented that two areas in which the process goes awry in terms of equal opportunity are 1) evaluating and counseling employees and developing a rescue system for those having performance difficulties and 2) making assignments and giving promotions and other forms of reward. He then asked what system defects we are trying to correct. Members said one problem is vacancy notices and that many job openings are not advertised

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or are not known to employees in time to be acted on. The EXDIR added that a vacancy notice system works best in a rank-in-position system but in the Agency case is superimposed on a rank-in-person system. He offered a proposal to improve the fairness and effectiveness of the process by creating an Agency-wide roster registering employees' interest in career experiences suited to their backgrounds and skills. Several members said they liked the proposal, and the EXDIR asked the ADDA to scope out a design that would include sufficient skill and job descriptors to map a given employee's five or six top job preferences against appropriate available positions. (C)

3. Members agreed a problem existed in assigning women and minorities to key advancement positions but believed the critical grade range varied from directorate to directorate. Top performers tended to succeed despite shortcomings in the system, but the next level down needed assistance, such as female and minority representation on assignment and promotion panels to ensure fair discussions. Employees need to receive feedback from panel discussions, and supervisors and managers should be held accountable for giving this feedback. Employees also need assistance in formulating a career plan. The EXDIR noted that some employees fail to develop their skills and competitiveness for higher grades by staying in jobs too long. To encourage movement at lower grade levels, he proposed a policy that would force reassignments at reasonable time intervals and require written justification when a minimum time in job is exceeded. The EXDIR also suggested separating assignments panels from promotions panels. The DA was tasked to explore these suggestions. Chief, Human Resources Staff, DO, said he would make available to the other directorates a description of a new DO assignments process incorporating suggestions of female category B officers. (C)

4. Turning to promotions and awards (Attachment B), the members described the two main types of career boards in the Agency: those dealing with a large overseas cadre as in the DO or the Office of Communications and those where the board members work near and know the employees, as in the DI. The EXDIR noted that, despite the differences, the two types operate similarly. Several members underscored the importance of both the written performance record and supplementary input in panel discussions, which should be documented and shared with the employee and the employee's supervisor. (C)

5. The EXDIR commented on the relationship between the Glass Ceiling activity and other studies, including the PAR Task Force and the ongoing Organizational Review. He suggested holding off

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on major decisions on the assignments and promotion processes until all these study recommendations can be considered together, by December. The DDCI noted he did not want to neglect the remaining action items from the Glass Ceiling Study. To continue that review the members agreed to hold another Glass Ceiling EXCOM on 26 October 1992. They are to come prepared to discuss specific actions they have agreed to take on those items based on today's discussion. After the EXCOM completes the review of the action items, a progress report on followup will be given to the Agency.

(U)

Hythia/D. Young

Attachments:

- A. Assignment Process
- B. Promotions and Awards

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SPECIFIC PROPOSALS LIKELY TO REQUIRE FURTHER DISCUSSION

COMMITMENT FROM SENIOR AGENCY MANAGEMENT

Page	Action	Action Office	Comments
2	Hold annual DCI offsite to evaluate the progress made to overcome barriers identified in Glass Ceiling Study	DCI	Consider for this year. Unable to commit for future DCIs
3	Expand the role and resources of the EEO in order to monitor glass ceiling actions.		Resource implications
3	Senior management support increased training program designed to increase multicultural and gender awareness.		Budget implications although some directorates have some form of program in place

ACCOUNTABILITY

5	Independent follow-on to Glass Ceiling Study be repeated in Fall of 1994 to determine level of progress		Resource implications, recommend changing time to Fall of 95 or Spring of 96
5	OMS expand employee opinion survey and conduct survey on a yearly basis		Resource implications, survey takes about 1 year from beginning to end to complete and would require one full time person to have report done on a yearly basis
5	All employees must be given opportunity to evaluate management and unit performance, including diversity issues. In an effectively managed organization, employees must have the opportunity to express their views and perceptions on the mgmt performance of their managers in general, particularly diversity, and on how the programs and plans implemented to address diversity are working in their units		Implementation can take the form of town meetings, focus groups, employee surveys, upward evaluation, and other means. Although the methodology is important, the primary focus should be on embracing the commitment to the organization to allow and foster communication by its employees on mgmt performance, particularly managing diversity

ASSIGNMENTS PROCESS

Page	Action	Action Office	Comments
1	Directorates publicize those assignments that are key and/or developmental in nature. Review list on an annual basis, and circulate to employees (Key assignments should include all management positions and identification of the types of professional experiences that are considered key)		Employees need to know what assignments are considered key/developmental. This would eliminate the veil of secrecy about such assignments, consistent with Agency openness policy, and fosters communications about career goals between employees and managers
2	Establish selection panels (include a female and minority) to consider applicants for key/development assignments. Where appropriate and feasible, interview teams (include women and minority) should interview applicants for these positions and recommend and justify in writing rank order of applicants		This would demonstrate that there is an assignment process to assist decisionmaker and that there is a record of their actions. Female and minority reps are consistent with Agency policy concerning career panel membership
2	Prepare procedures and guidelines for selection panels. Make procedures available to employees		This would be consistent with Agency openness policy and helps remove the perception that assignments are made in secret and at the whim of a single decisionmaker--usually a white male
2	Career panels or appropriate bodies take a more proactive approach to placing men, women, and minorities in positions that will break stereotypical mold	DDs	Perception is that a proactive approach to placing men, women and minorities does not occur or is even considered. Need to monitor and report on this issue
2	Selection panels will recommend and justify in writing the rank order for those positions for which a DD is the final decisionmaker. Recommendations will be provided to DD. If panel recommendations are not accepted by final decisionmaker, rationale for the selection will be provided to selection panel		Consistent with statement made on previous action and covers case where the selection panel is not the deciding body. Provides feedback to selection panels and creates a written record and later review/accountability

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Page	Action	Action Office	Comments
2	Selection panels will address in writing what consideration was given to female and minority representation		Address the concern addressed in Study that women and minorities are "overlooked" when it comes to key assignments, fosters accountability and would assist in preparation of annual directorate reports on diversity issues
2	The SPRB, chaired by EXDIR and including a female and minority rep, will nominate candidates, at least one of whom will be from outside the selecting Directorate whenever appropriate, for assignments at or above deputy component chief or for staff chief assignments. Selection process should include name check with OEEO. SPRB will provide DCI with recommendation, written justification of rank order and record of consideration given to minority and female officers		This issue addresses fact that deputy component and staff chief positions are likely to be main entry points into most senior positions, written record is for accountability for DCI's assistance, name check with OEEO is needed since OIG no longer has cognizance over EEO issues
3	Each directorate will establish a career development panel consisting of line management		This panel will examine and guide the career development of each directorate employee, with special emphasis on ensuring women and minorities are treated fairly (DO has begun using such a system). Perception is that Agency components do a poor job concerning career development
3	Career development panel will set up procedures for each employee to provide substantive input for his/her own 5-year career development plan and goals		Procedures would foster understanding and promote accountability
3	Career development panel will establish a timetable for monitoring progress and be accountable to each individual employee for the validity of the plan		Same as above

Page	Action	Action Office	Comments
3	Career development panel will prepare an annual report for DDs. Progress of minority and female officers must be covered in report		Designed to promote accountability, keep DDs informed, assist in preparation of directorate annual report on diversity issues
4	Directorates will take steps to assist women and minorities to break out of stereotypical assignments. Rotational/exchange assignments within and across directorates will be encouraged		The outlined steps are designed to offer the possibility of breaking or at least bending the pattern that women and minorities appear to be clustered and/or assigned to certain categories of positions
4	Each directorate and E career service will identify positions for rotational/exchange assignments		
4	Exchanges will be arranged for high-performance officers from components with relatively large numbers of minorities in linguistic/cultural/technical specialties		
4	"Shadowing" assignments will be offered to women and minority officers, especially at the GS-13 through GS-15 level.		Shadowing assignments are worthwhile for all promising officers, but given the numbers involved and the relative paucity of women and minority feeder groups, the greatest gain would be made by concentrating on women and minorities
5	Managers will solicit input from the network groups on assignments; minority and female employees will use network groups as informal conduits; network groups will serve as facilitators for management and employees in assignment process		Intent is to solicit input from these groups on efficacy of assignments procedures, encourage employees to use groups to obtain clarification on opportunities, requirements and procedures concerning assignment process and other related matters. Objective is to make greater use of these groups for managers and employees to bridge ethnic and gender characteristics and misunderstandings

Page	Action	Action Office	Comments
5	Encourage senior women and minority officers to assist in providing names of interested women and minority employees to designated points of contact		
5	Vacancy notices will state specific requirements for the position with weight given to desired and required criteria. Whether the assignment is key/developmental will be indicated.		The vacancy notice issues aim at making possible assignments and requirements for them known. Agency lacks anything approaching this norm, and this fuels the perception that assignments are filled in backrooms and based on old-boy networks. In a sense, the vagaries of, and at times disregard for, the vacancy system undermines the credibility of Agency managers
5	Vacancy notices will include notations about whether alternative work arrangements such as job sharing could be accommodated		
6	Use of "already has a qualified candidate" or other comments will be eliminated on vacancy notices		
6	All employees will have easy access to vacancy notices, especially those for key/developmental assignments		
6	Establish a tracking system that measures the impact of improvements made in the assignments process to assess effectiveness		The Glass Ceiling Study and our own data clearly indicate that women and minorities are not represented equitably at senior and managerial levels within the Agency. The size and relatively unchanging nature of the feeder groups do not suggest that time alone will rectify this situation. To address or measure this issue, a process is needed, relevant data must be maintained, and managers must be held accountable for what they have or have not accomplished
6	Each directorate will determine the number and percentage of women and minorities considered/chosen for the top 50 (line) vacancies during the most recent fiscal year		

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Page	Action	Action Office	Comments
6	Each component will determine the percentage of women and minority candidates considered/chosen for first-line managerial positions in a similar manner as above		
6	Statistics will be reported at annual DCI offsite		

WORK AND FAMILY POLICIES

2	Develop and conduct annual survey of work/family policy needs in order to focus the Agency's limited resources on those that are the most pressing	Determine which programs/issues are most important to majority of employees and properly focus on efforts
2	Develop central data base on tandem couples and assignment opportunities	Size the population and improve assignments process. Resource implications
3	Develop central data base on flexible work arrangements used in each directorate	Collect and give access to information and encourage more usage of flexible work arrangements. Resource implications
3	Develop central data base on skill of contract spouses to match with employment requirements for staff positions when they return from O/S	Give credit to contract spouses for Agency contributions by helping and placing them in staff positions. Resource implications
3	Broaden scope of Emergency Leave Bank and broaden other benefit programs	Recognize we cannot make change but can work with OPM and private sector to encourage change for programs of importance to Agency employees. Statutory program, law prohibits expanding program. OGC review before taking action
3	Develop a mandatory training segment on work/family programs and policies for all managers	Ensures that managers know about the programs and policies, their flexibility to use them, and the experiences of others who have used them. Resource implications

Page	Action	Action Office	Comments
4	Provide high-level support to the Work/Family Center		Demonstrates Agency commitment and work/family issues, ensure broad Agency participation and communication, centralize related activities, and give clout to the manager. Resource and budget implications
4	Use Family Day or another appropriate forum to announce the establishment of the center		
4	Head the center with an SIS officer		
4 - 5	Draw core staff from OP with appropriate resources from other offices such as OMS, OTE, OEEQ, and OGC		
4	Include a representative from each directorate (home based in that directorate and with supervisory experience) to serve on rotation with a slot supported by the home directorate		This would add broad Agency experience and representation to the center, would aid communications between Center and directorates, and would serve as a visible commitment by each directorate to the Center
5	Ensure center has heterogeneous staffing		
5	Establish a Work/Family Executive Council of line managers and human resource specialists		Council would provide advice and guidance to the Work/Family Center, would serve as soundingboard for new ideas, and would aid in the implementation of new programs and policies